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DCI/IC 73-0601/1

31 JUL 1973

MEMORANDUM FOR: Director, Bureau of Intelligence and Research,
 Department of State
 Director, Defense Intelligence Agency
 Deputy Director Central Intelligence Agency
FOR INTELLIGENCE,
 SUBJECT: Finished Intelligence Production Management

1. In the interest of best serving the consumer of intelligence, it is important that the various production offices focus their efforts on matters which are appropriate to their mission and on which, therefore, they can be expected to have the greatest expertise. A survey of selected areas of State/CIA/DIA finished intelligence production, which is summarized at Tab A, indicates that this is generally the case, but there are areas of duplication and instances in which the producer was other than the most "appropriate" agency. At least part of the reason for this is that there is currently no satisfactory way for production managers to know what finished intelligence production is in work or contemplated by other producers.

2. In order to provide production managers with a continuing community-wide schedule of finished intelligence production, both proposed and in work, I recommend establishment of an Intelligence Production Registry File within COINS. This file would provide a listing by country, region, and/or special subject of proposed finished intelligence production by each addressee agency. The file would indicate the title of the proposed publication with sufficient title expansion to identify content, the anticipated publication date, project officer and some other administrative data. When participation by more than one agency would result in an improved product, the registry file notification of the proposed production would provide a basis for initiation of coordination to create a community product or enable several agencies to address those portions of the overall topic which are within their primary interest. Indication that a product is already in work in one agency could lead another agency having a need for such a product to cancel its own effort.

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3. The registry file could be updated by secure telephone to a central point of contact within the IC staff. Initially the COINS file would be updated twice weekly to show additions, deletions and changes. Experience with the system would indicate the most desired frequency for update actions.

4. Your comments on this registry file concept are requested by 23 August. If these comments are favorable, a test of a manual file is contemplated to insure the file system will be of maximum utility prior to undertaking detailed programming for the COINS file.

LSJ
Lew Allen, Jr.
Major General, USAF
Deputy to the DCI for the
Intelligence Community

Attachment
as stated

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Survey of State/CIA/DIA Finished Intelligence
Production in Selected Areas

April 1972 - April 1973¹

SUMMARY OF FINDINGS: Intelligence production is generally accomplished by the most appropriate producer², and almost all production is at least accomplished by an appropriate producer³. Although only a very small percentage of production is done by agencies whose "appropriateness" is questionable⁴ (30 out of 832 documents), there is a considerable duplication in the "most appropriate" and "appropriate" categories because the criteria for these categories were made intentionally broad to accommodate the wide range of interests of the producing agencies, particularly the CIA. For example, production on the Soviet Union revealed extensive overlap. Some questionable appropriateness of production occurs when the agency of primary concern does not produce. DIA's production on military subjects in the Middle East was very limited (four) while CIA did a number of pieces on those subjects (30). The category of "questionable appropriateness" would have been reduced to near zero had the producing agencies produced within areas of their primary interest and competence while avoiding production in areas of lesser competence. There is, however, no systematic way for production managers to know what production is proposed or in work by other agencies.

¹ Based on CIA CRS AEGIS file holdings on the Soviet Union, Latin America, Southeast Asia and the Middle East

²Criteria:

- a. Production on a subject under DCID authority.
- b. Production on a subject clearly within the responsibility of the producing agency and production for which the producer has the greatest competence within the intelligence community.

³Criteria:

- a. Production does not violate DCID authority.
- b. The producing agency has some responsibility for such production and a considerable degree of competence on the subject.

⁴Criteria:

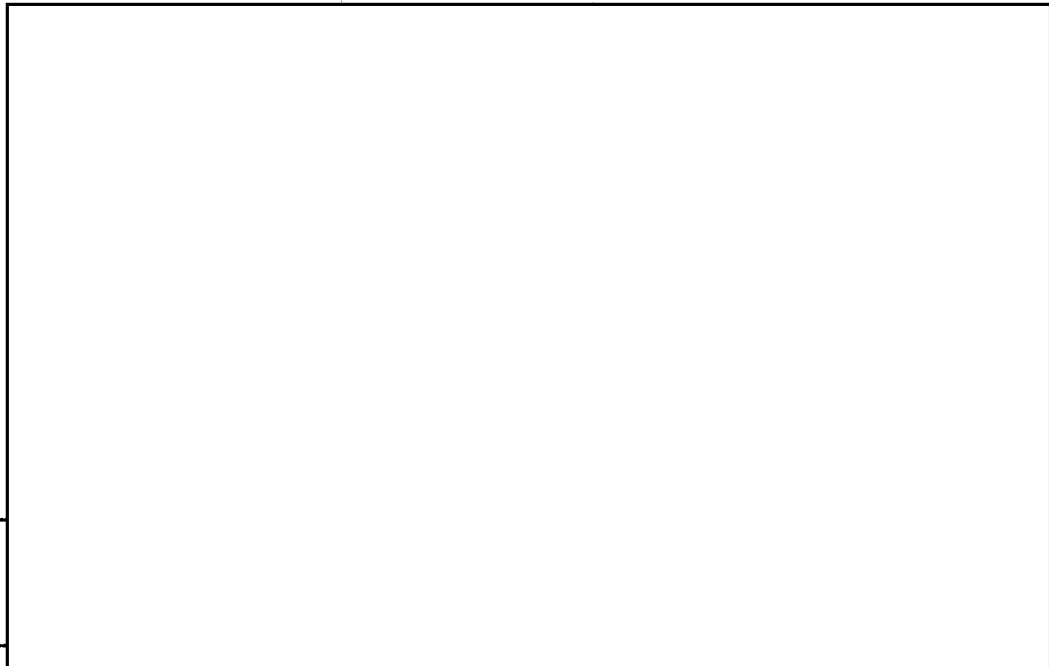
- a. Production violates DCID authority. (No product in this sample review violated DCID authority.)
- b. The producing agency has little direct responsibility for such production and limited competence in the subject area.

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Survey of State/CIA/DIA Finished Intelligence Production in Selected Areas

April 1972 - April 1973

<u>REGION:</u>	Number of Finished Intelligence Publications			
	Total Publications	Most Appropriate Producer	Appropriate Producer	Production Appropriateness Questionable
Soviet Union				
Middle East				
Latin America				
Southeast Asia				

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